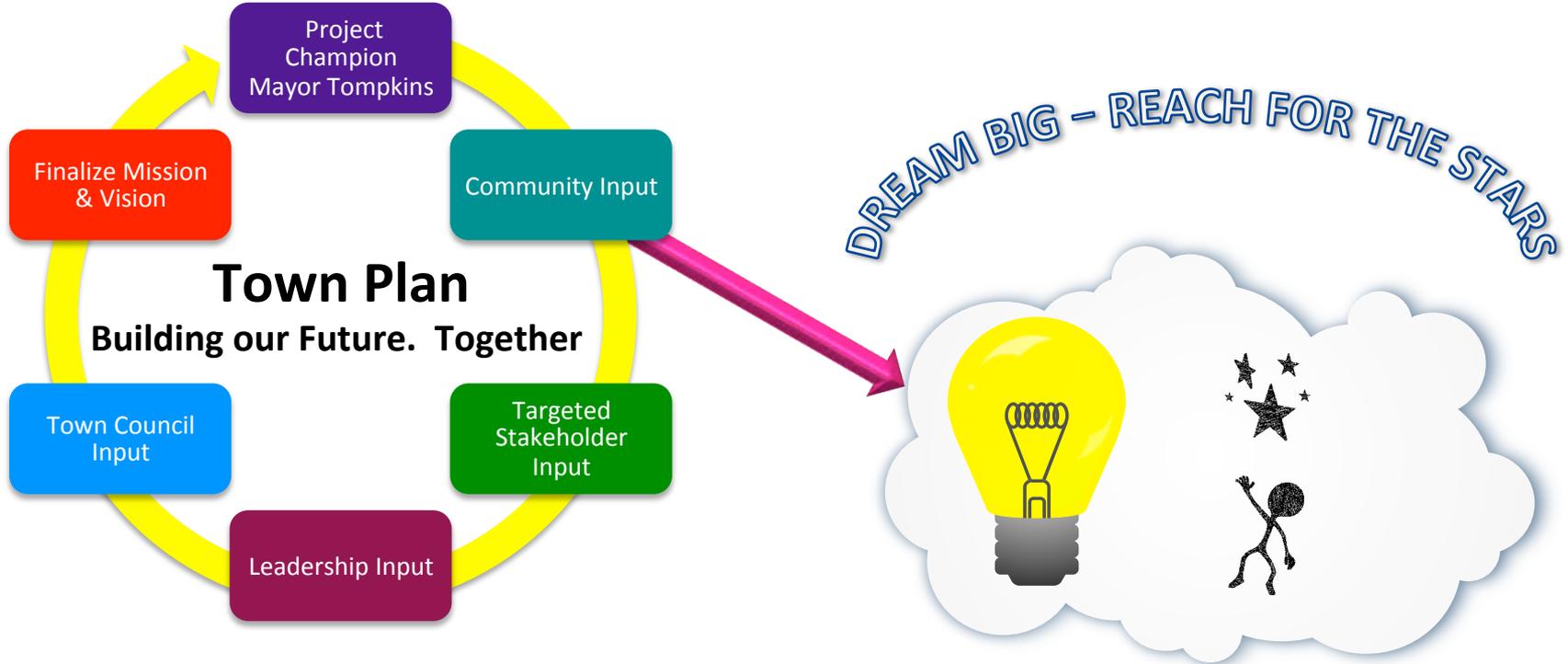




*Imagine for a moment
what your Town
could be at its very best.*



We asked for your input on Cross Roads future and for your VISION of the Town in 2035



We asked you to consider all of the potential areas of impact or change



Recreation



Tourism



Community Events



Environment

Parks



Downtown Square



Education & Schools



Transportation



Municipal Development



Emergency Services



Roads



Retail Stores



Historical Interest



Art & Culture



Participation and Engagement

Robust and inclusive community engagement efforts involved hundreds of people from every corner of Cross Roads, those with diverse interest and backgrounds and all age groups.

ENGAGEMENT by the NUMBERS

- 9** PUBLIC COMMUNITY EVENTS / MEETINGS
- 1** POP-UP ENGAGEMENT
- 17** CROSS ROADS LEADERSHIP MEETINGS
- 35** LEADERSHIP MEMBERS
- 536** SURVEY RESPONSES
- 557** TOTAL ATTENDEES





*“Residents of Cross Roads are engaged in their community and cherish the environment and natural beauty that surrounds them. Such values are clearly reflected in their vision for preserving and enhancing the small town feel they all embrace.”
Debbie Womack*

VISION 2035

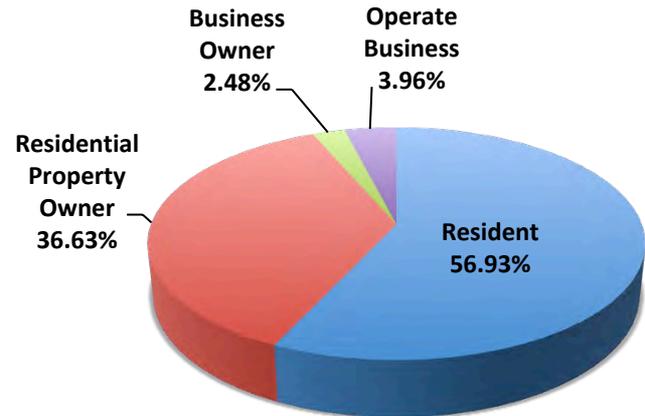
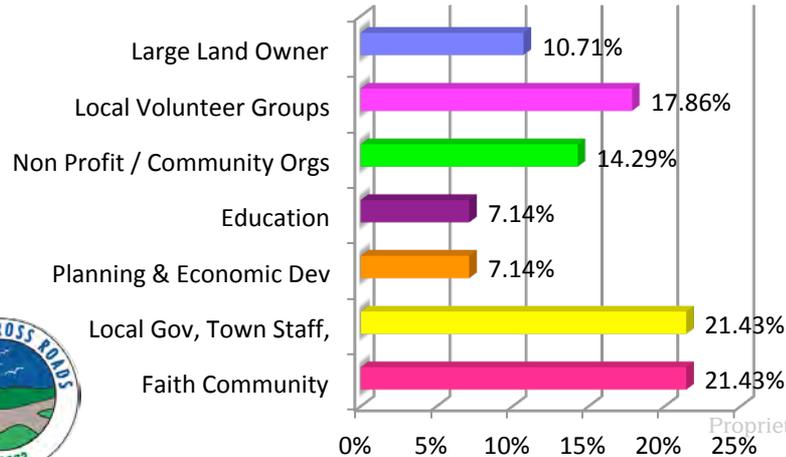
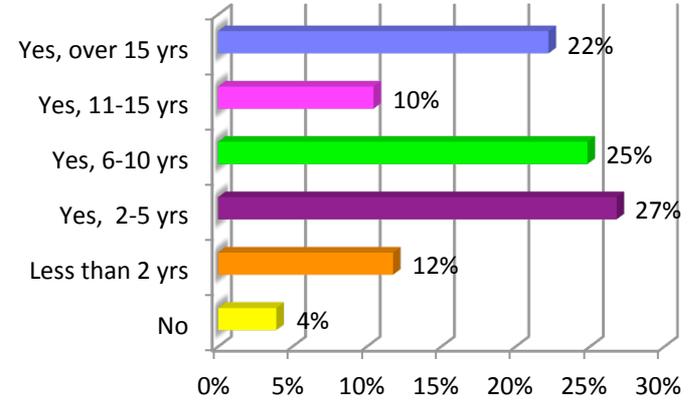
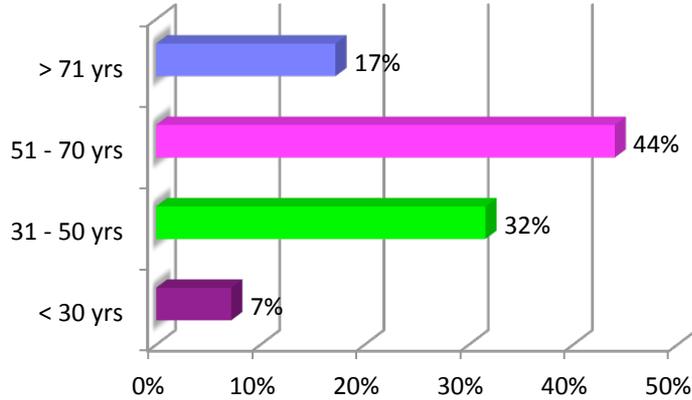
PARTICIPANT DEMOGRAPHICS





“Demographics of Survey Participants”

Total Town Population per 2020 Census - 1744





VISION 2035

BUILDING OUR FUTURE, TOGETHER



“Building Our Future Together”



VISION STATEMENT

The Town of Cross Roads is a thriving community built on small-town country charm that is committed to an excellent quality of life for our community, citizens, businesses and visitors. We seek sustainable growth that protects our natural and historic resources, while preserving our values, qualities and culture. A strong and active multi-generational population enjoys its spirit of community.



Proprietary - Greater Yield

“Building Our Future Together”



MISSION STATEMENT

To maintain the friendly, approachable small-town nature of our Town through effective local leadership, fiscal responsibility, and efficient management. Through these actions we will create policies that produce a safe and vibrant community where residents delight in living, participating and welcoming guests.



T. Lynn Tompkins, Jr.
Mayor

“Building Our Future Together”



CORE VALUES

1. **Integrity First.** We will conduct ourselves at all times in a manner that is ethical, legal, and professional with an unwavering commitment to honesty, fairness and respectfulness.
2. **Visionary Leadership and Planning.** We believe that the very essence of leadership is to be visionary and plan for the future.
3. **Innovative Stewardship.** We will challenge the status quo with regard to the way public services are designed, financed, and delivered to the citizens of Cross Roads and we will manage our community resources with the present and future generations in mind.
4. **Teamwork with a Purpose.** We function as a team and in partnership with the Town staff and essential service providers, who are dedicated to creating a superior work environment and are committed to delivering exceptional services to the citizens, residents, and stakeholders of Cross Roads.
5. **Transparency in All Decisions.** The process by which deliberations are initiated, decisions are made and actions are taken will be done with commitment to full transparency.





Town Council

“One Town, One Team, One Council”

Our Mission:

Through responsible leadership, our mission as members of the Cross Roads Town Council is to enrich the quality of life for all our citizens. To build an attractive, inviting and secure community.

We pledge to work in partnership with our residents to encourage, lead and advocate for community pride, develop a diversified economy, and to preserve and enhance the natural beauty of our environment.

We will work to determine the local and regional needs of the citizens and stakeholders by providing a fair and balanced government that is proactive in responding to the community.

Building Our Future, Together.



David R. Meek
Mayor Pro-Tem
Councilman



Ron King
Councilman



Greg Gaalema
Councilman



Wendy White-Stevens
Councilwoman



Town Council

“One Town, One Team, One Council”

Our Core Values:

Guiding Principle

At all times, and in all interactions, the Town Council will work to find common ground in the best interest of the citizens and stakeholders. Cross Roads Town Council Core Values are underpinned by our shared belief – **“One Town, One Team, One Council”**.

Ethics, Integrity and Professionalism

We believe that ethics, integrity, and professionalism are the foundation blocks of public trust and confidence and that all meaningful relationships are built on these values. We will safeguard our public trust through honest business practices and open communication. Our credibility with the public depends on our strong ethical stewardship of all resources.

Fiscal Responsibility & Quality Delivery of Service

We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional manner. Fiscal responsibility and the prudent stewardship of public funds and town assets is essential if residents are to have confidence in government.

Visionary Leadership and Planning

We believe that the very essence of leadership is to be responsive to current goals and needs, and visionary in planning for the future. We strive to uphold the highest work ethic, treat everyone fairly, empower people to do their best, promote continuous improvement, foster teamwork, communicate openly and respectfully so as to achieve trust and accountability throughout our community.





Town Council

“One Town, One Team, One Council”

Our Core Values:

Open, Honest, and Respectful Communication

We believe that open, honest, and respectful communication is essential for an informed and involved citizenry and to foster a positive environment for those interacting with our town.

Cooperation, Collaboration and Teamwork

We will promote transparent engagement with citizens and stakeholders and expect our managers and consultants to understand the needs and values of our community. We will strive to ensure that our actions are inclusive and reflective of the diverse community of which we desire to be. We believe that the public is best served when all work cooperatively.

Environmental Stewardship and Sustainability

We believe in protecting our unique natural environment and the habitat it provides while balancing our development opportunities. We aspire to maintain and preserve our country style of living while preserving our municipal assets.



Municipal Development District “Cross Roads – Open for Business”



Our Mission:

The mission of the Cross Roads Municipal Development District is to continue to grow the tax base by attracting new business, creating a family-oriented, safe town environment while preserving our small town country living, making the community a better place to do business, live and work.

Cross Roads Municipal Development District promotes the retention, and expansion of existing business for a sustainable economy leading to job creation. We partner with elected officials, administration officials, other Town committees, and Towns people to achieve this goal.

Building Our Future, Together.



John Knox
President
Municipal Dev.
District



Sara Montazeri
Vice President
Municipal Dev.
District

Municipal Development District “Cross Roads – Open for Business”



Our Core Values:

Strategic, Operational and Financial Plans

Maintain strategic, operational and financial plans to support the anticipated increase in businesses providing employment and residential growth while maintaining Cross Roads small Town atmosphere. We believe in an honest and transparent government and are dedicated to the highest ideals of integrity, fairness and openness in partnering with our citizens, elected officials, administration officials, and other Town committees and boards, to facilitate the growth of Cross Roads.

Business Retention and Development

Encourage the development and retention of unique and small businesses that lend character to our Town and are an attraction while helping create a diverse economy in Cross Roads. The continued support of the Town’s retail shopping areas is critical while working to create a vibrant town center is essential for the continued financial health of our community.

Predictable Regulations and Cost

Provide the development community with a review process that delivers accurate and concise information relating to development standards and the costs of development to ensure that Cross Roads remains an attractive municipality in which to invest capital. We believe for an organization to be great it must be committed to excellence and quality regarding our community, residential and commercial development.



Municipal Development District “Cross Roads – Open for Business”



Our Core Values:

Position as a Destination

Continue to encourage visitors as an economic driver and promote the Town’s features and assets, including the stewardship of its natural resources, cultural environment and agricultural heritage while growing the economy to the benefit of the Town of Cross Roads citizens.

Business, Family and Retirement Friendly

Work to nurture Cross Roads and its role as a desirable location for business, family and retirement populations, and to provide encouragement that supports and serves these populations.





Planning & Zoning Commission

“To Envision, Maintain and Collaborate for the Future of the Town of Cross Roads ”

Our Mission:

The Planning and Zoning Commission’s mission is to operate in support of the Town Council to enhance and maintain the quality of life in the Town of Cross Roads. We perform this service through the administration of and adherence to town codes, policies, ordinances and regulations pertaining to planning, zoning, land use and subdivision of land.

Building Our Future, Together.



Jim Riley
Chair
Planning & Zoning
Commission



Planning & Zoning Commission

“To Envision, Maintain and Collaborate for the Future of the Town of Cross Roads ”

Our Core Values:

Collaboration

We engage with our citizens, business leaders, staff and other agencies in planning to best serve the public good and encourage the community to be involved in the future plans for Cross Roads.

Excellence

We strive for excellence in all we do. We provide open and honest communications and recognize the importance of trust, commitment and authenticity. We continuously work to improve our performance and service as a commission while also working to ensure the Town of Cross Roads ordinances and planning and zoning requirements are reviewed and current.

Respect

We support an objective process that considers all points of view. We rely on facts. We make informed decisions based on a shared understanding of the facts, context, and research.





Parks & Recreation Advisory Board

“Working to enrich our community by creating extraordinary recreational experiences”

Our Mission:

The Town of Cross Roads Parks & Recreation Board’s mission is to enhance the quality of life by providing for safe, well-maintained parks and public places, preserving historic resources and strengthening the bonds of community through programs and special events.

We create opportunities for renewal, growth, and enrichment, while actively caring for and protecting our urban forest to create a beautiful, livable town for the benefit of a community of people who live, work and visit the Town of Cross Roads.

These services will be facilitated and delivered through passionate, professional and proactive response to community interests and identified values.

Building Our Future, Together.



Ron Zofeld
Chair
Parks & Rec
Advisory Board



Vicki Knox
Vice Chair
Parks & Rec
Advisory Board



Parks & Recreation Advisory Board

“Working to enrich our community by creating extraordinary recreational experiences”

Our Core Values:

Core values are internal beliefs and qualities treasured by the community. These shared beliefs form a philosophy that guide the Town’s parks and recreation services.

Community Engagement

We work collaboratively to include and engage the full diversity of our community through community events and programs.

Family-Friendliness

We provide safe environments, clean and beautiful spaces and a welcoming atmosphere accessible to all.

Conservation & Stewardship

We responsibly manage and care for our natural and physical resources for current and future generations.

Health & Wellness

We provide environments for the promotion of mental and physical health, activity and relaxation.



Administrative Staff

“It All Starts Here, Where Service Meets Integrity”



Our Mission:

To be effective and responsible stewards of public resources, to wisely and prudently use these resources for the public good, and to be accountable to those who have placed their trust in us.

To serve those around us with passion, being mindful to act in an ethical manner. We are committed to providing our customers with helpful and friendly service. We strive to work with both stakeholders and citizens to see that their goals can be achieved while working within the framework of the regulations adopted by the Town.

Building Our Future, Together.



Kristi Gilbert
Town Administrator



Administrative Staff

“It All Starts Here, Where Service Meets Integrity”

Our Core Values:

Fiscally Responsible

We are entrusted with the public funds and we recognize it is a vital responsibility to ensure that the funds are budgeted and expended properly in support of the communities’ goals.

Responsive

As public servants we strive to serve the Town of Cross Roads citizens and to exceed expectations. That is and should always be our constant focus. We listen, are empathetic and take appropriate action. We pursue good and timely solutions, and are alert to modifying strategies in response to unintended consequences.

Accountable

We take responsibility for our decisions and actions. We are accountable to our community and to each other so that future generations will have as many opportunities available to them as we do today. We encourage and practice servant leadership.

Respect

We acknowledge the dignity of every employee, citizen, resident, and visitor in our Town. We work actively to eliminate barriers to full participation in community life. We conduct Town business with courtesy, civility, and respect.





Cross Roads Police Department

“In Partnership With Our Community”

Our Vision:

The **Vision** of the Cross Roads Police Department is to attract and retain highly competent and diverse employees in order to maintain the respect and confidence of the community. Utilizing our core values, the department will continue to adapt within an ever-changing environment, thereby achieving excellence in law enforcement.

Our Mission:

The **Mission** of the Cross Roads Police Department is to serve as guardians of the Cross Roads community by protecting life and property, enforcing the law, detecting and deterring crime, preserving the peace and the rights of all people as guided by the Constitution, of the USA and through collaborative partnerships within the community.

Building our Future, Together.



Shaun Short
Chief, CR Police Dept.

Cross Roads Police Department

“In Partnership With Our Community”



Our Core Values:

The Cross Roads Police Department strives for excellence in law enforcement based upon the following **Core Values**:

Integrity

Behaving ethically with moral principals and guiding trustworthy actions.

Service

Recognizing the needs of the community and responding to those needs to improve community relations and the quality of life.

Teamwork

Collaborating in an impactful way with all our citizens and stakeholders for the betterment of our community.

Accountability

Taking ownership for our actions; being responsible for the outcomes; and a willingness to be transparent, while holding ourselves to the highest standards both on and off duty.

Respect

Acknowledging the need for all individuals to be treated with dignity and understanding.



Little Elm Fire Department



Our Mission

The mission of the Little Elm Fire Department is to provide service excellence through outstanding pre-hospital care, fire suppression, fire prevention, and superior customer service to the residents and patrons of Little Elm and Cross Roads.

Core Values

Our mission is accomplished through the Town's Core Values of integrity, customer service, efficiency, and innovation. We know as we continue tying our values to our mission that will be a premiere emergency services provider and will imprint our legacy on the fire service and in the community.

Commitment to Excellence

Our commitment to excellence is shown through our dedication to strategic planning and commitment to growth and expansion of resources and personnel. In 2016, the Town of Little Elm earned the prestigious Public Protection ISO (Insurance Services Office) Class One designation through the efforts of the Little Elm Fire Department, Little Elm Water Department and our contracted dispatch services through the Denton County Sheriff's Department.



Paul Rust
Chief, Little Elm FD



VISION 2035

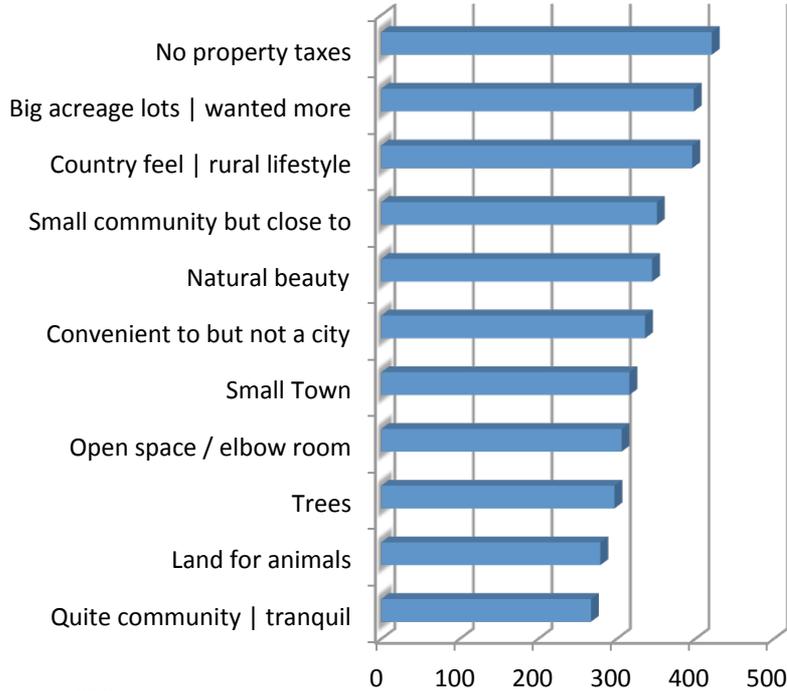
SURVEY SUMMARY RESULTS



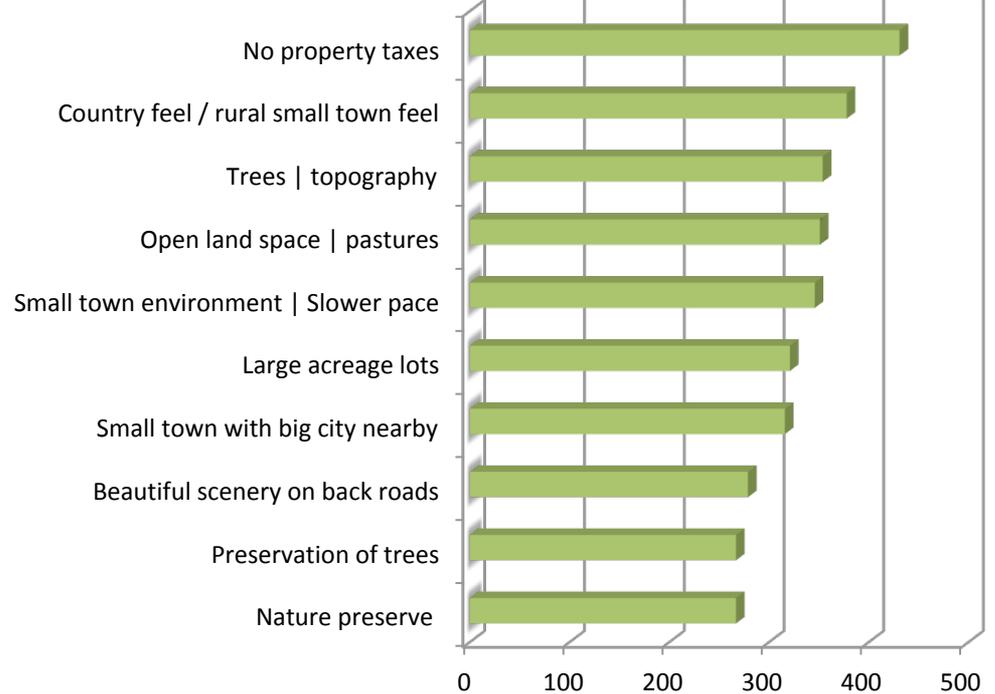


Survey Questions (Top 10 Responses)

Why do you live in Cross Roads?



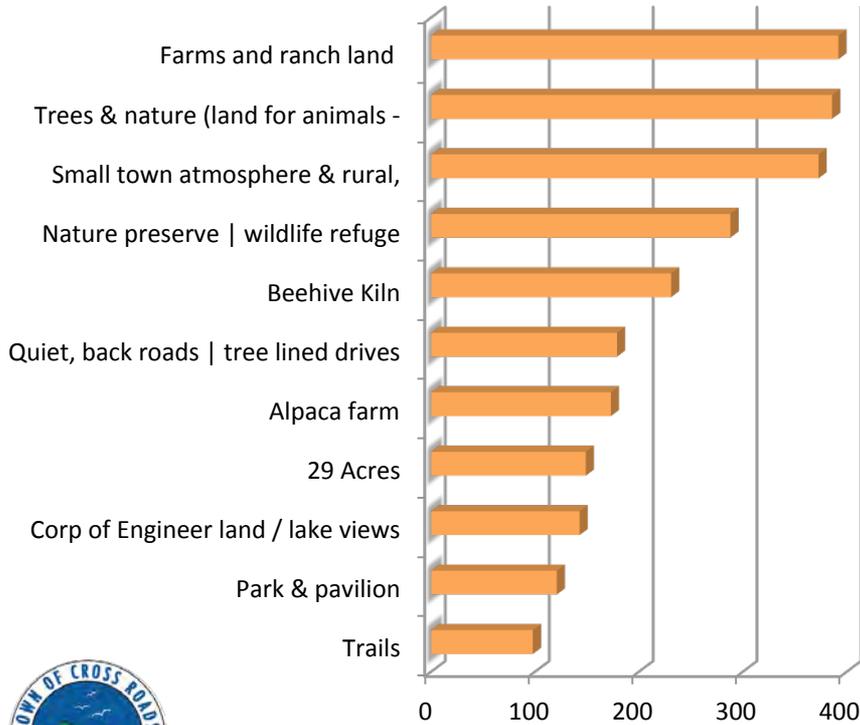
What are Cross Roads Key Attributes?



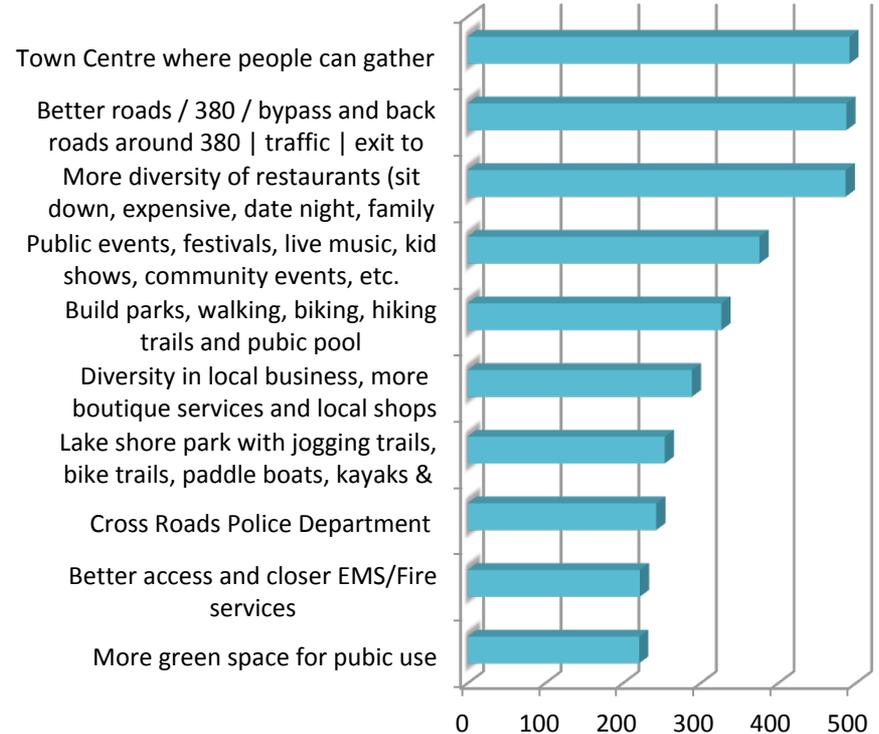


Survey Questions (Top 10 Responses)

What special places are in Cross Roads and should be preserved?



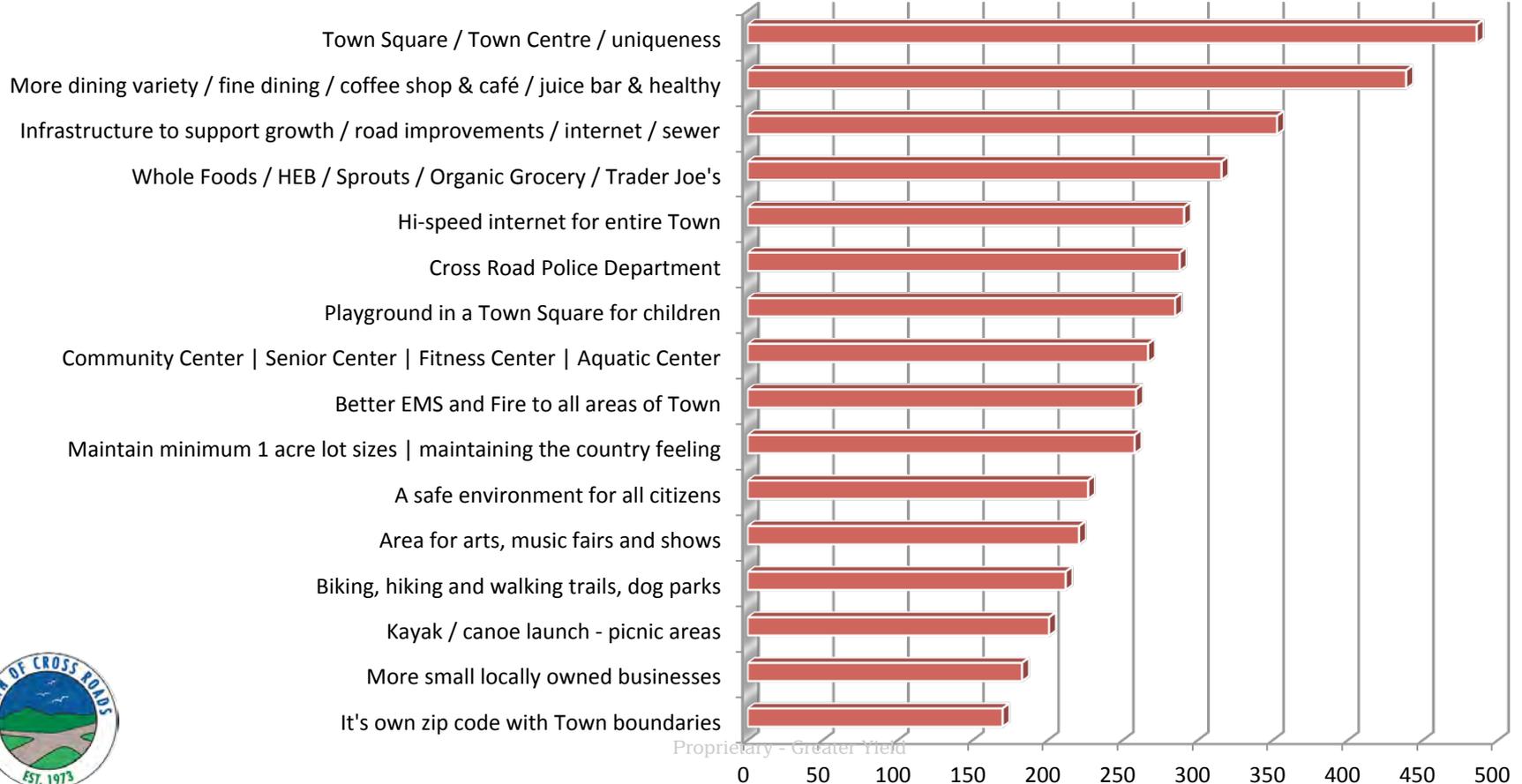
If you could change anything about Cross Roads, what would you change?





Survey Questions (Top 16 Responses)

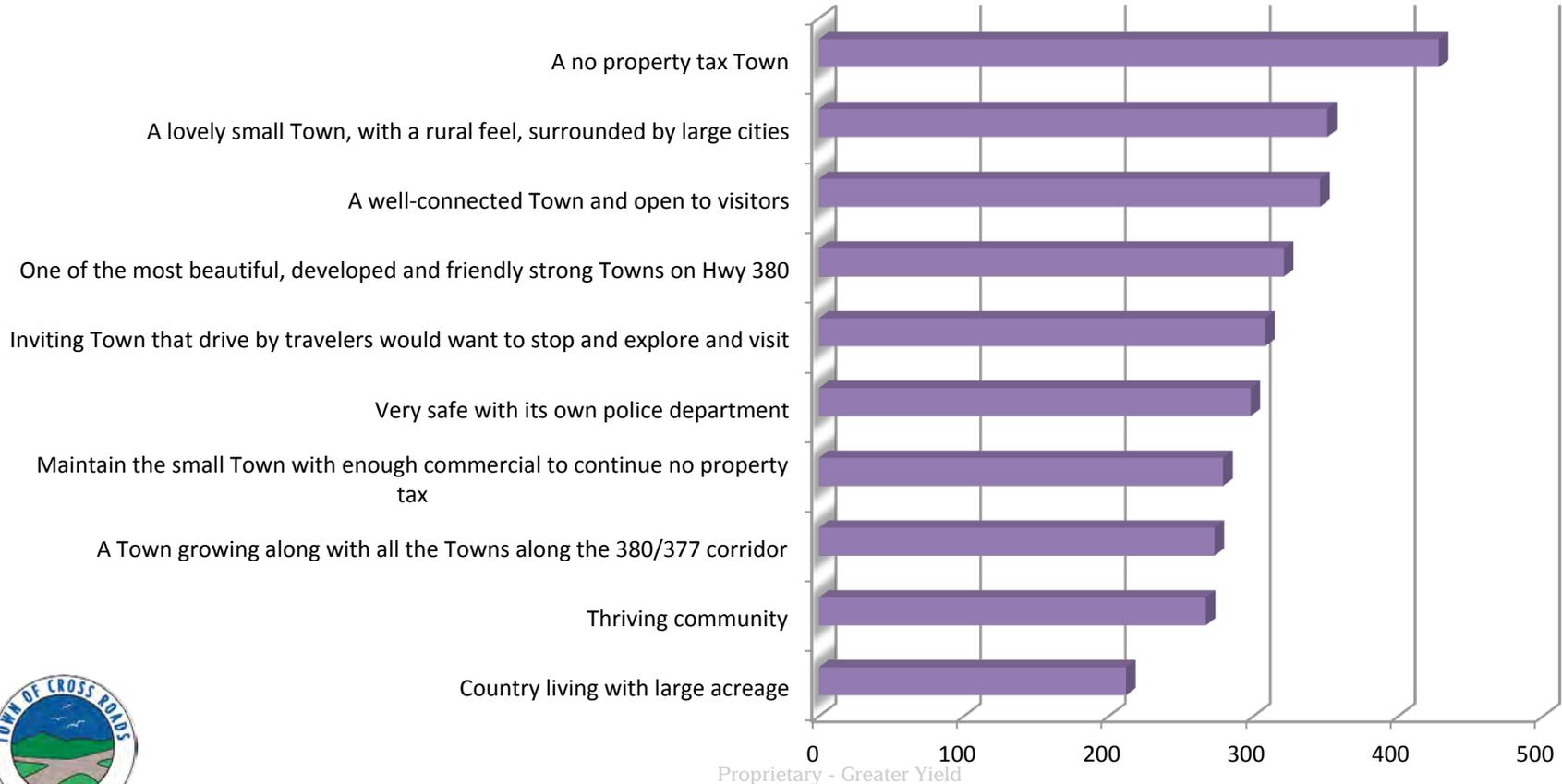
What would you like to see in Cross Roads as it grows?





Survey Questions (Top 10 Responses)

In 20 years Cross Roads will be....

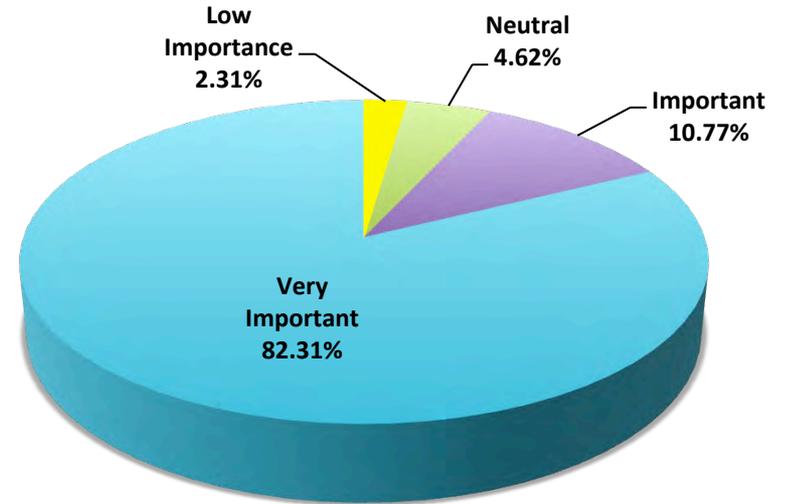
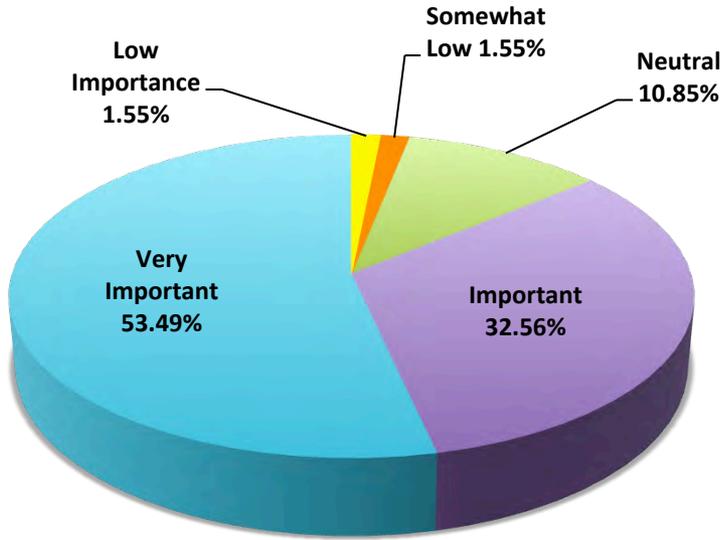




Survey Questions (cont.)

Conservation of natural habitats, trees and open spaces

Preserve the Town's No Property Tax status



86.5%
Very Important /
Important

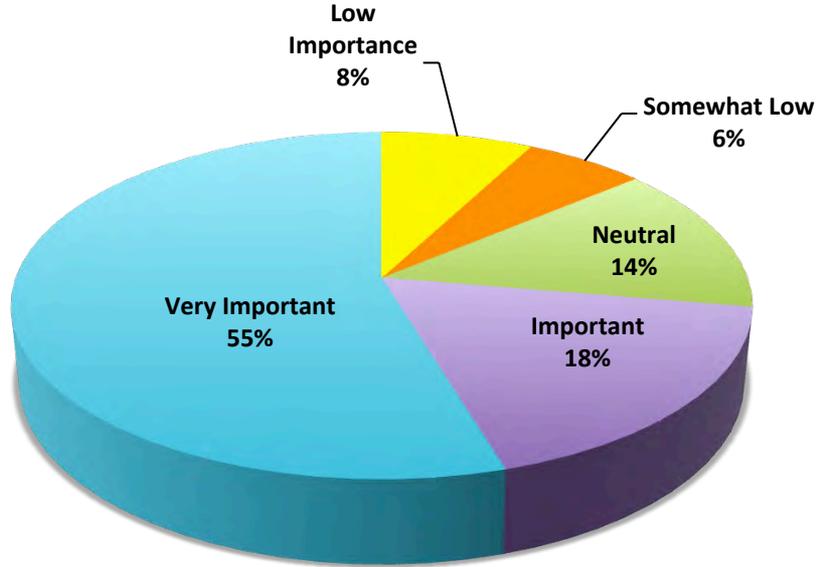
93.08%
Very Important /
Important



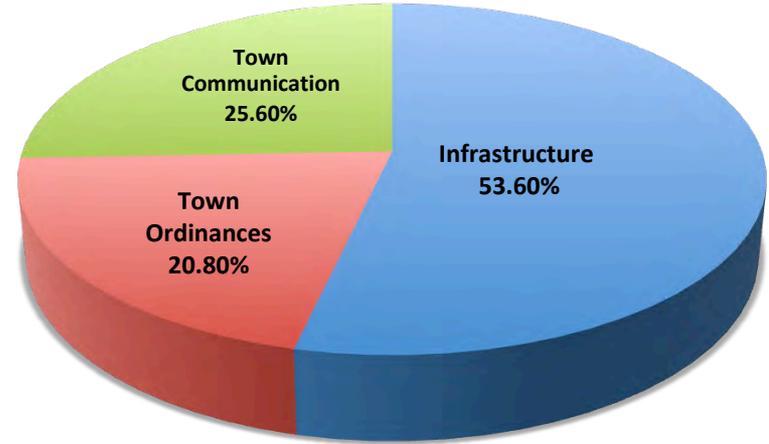


Survey Questions (cont.)

Promote residential development of estate lots 1-acre or larger



What do you think CR must focus on to attract quality businesses



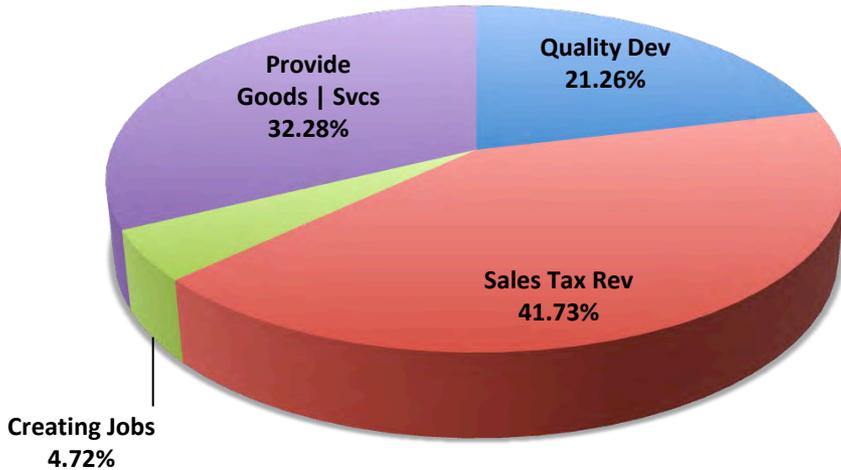
73%
Very Important / Important



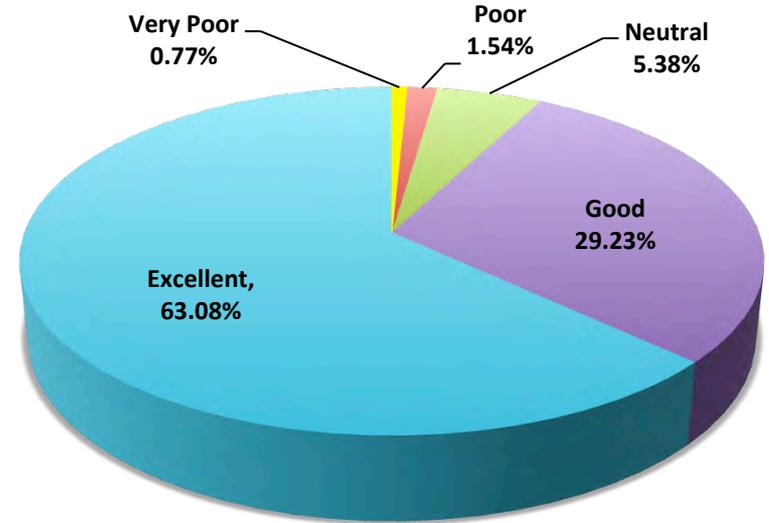


Survey Questions (cont.)

What results do you most desire from bringing new business to CR



Quality of Life in Cross Roads



92.31%
Excellent / Good





Survey Questions *(cont.)*

What **ACTIONS** has Cross Roads taken that have **IMPROVED** your **OUTLOOK** for the Town

- The fact that this survey has been sent shows me that you care about the people of cross roads and want to make it better
- Fixing roads and adding stoplights where necessary
- Preserved trees and require 1 acre minimum property for home owners
- Not allowing unnecessary residential road improvements that would increase traffic and ruin the town's charm
- The protection of trees and the one-acre lot minimum are good steps but we need more
- Our own police department will be a positive change
- Separate from NEPD and manage our own destiny
- Preserved no city tax
- Open government, posting agenda packets
- Mayor and Council activities more transparent; communication from town is stronger and transparent
- Design is more upscale
- More professional communication practices
- Created a Park Board
- New mayor and town administrator
- Community market has been a wonderful addition that last few years and keeps that small town feel alive
- Administration that provides citizen input and transparency
- Much better communication from town government to residents
- Cleanup Day
- Email, eBlast and Facebook communications to keep us more informed
- The process of asking us what we want. And the hopeful listening and delivering on those requests
- Atwood's
- Widening of some roads making it easier to get around
- Proactive addressing issues and making sound decisions on what is in Cross Roads best interest
- New town attorney
- New Mayor Pro-Tem
- Asking for feedback! And allowing citizens input
- Transparency and honesty
- Long range planning is better



Community Vision 2035 - Key Themes



Many terms used for Vision 2035 were also what is valued today.

- **Town Square / Town Centre** (open concept all walkable, fine dining, niche shops, local shops, park area, outdoor seating, water feature, winery, healthy food, juice bar, coffee shop & café, outdoor seating, seating off water, safe, destination place, date night, concerts, outdoor movies, trees, gazebo)

- **Small Town feel** (size, character, quiet, safety, security, beauty, pride and morals)
- **Community** (caring, supportive, accepting, close-knit, engaged, involved, calm and quiet)
- **Outdoors / Nature** (lake, open spaces, views, wilderness area, hiking, biking and walking)
- **Parks** (playgrounds, picnic areas, restrooms, water fountains, splash/minimum water areas, adaptive and adult areas)
- **Community Events** (public and farmers markets, fairs, holiday events in parks, police & fire appreciation, and art / cultural fairs)
- **Family oriented & multi-generational** (community center, senior center, recreational center, and sports fields)







Cross Roads Vision 2035 Framework & Focus





Cross Roads Vision – Framework

HEALTHY PEOPLE

Cross Roads citizens want a community where people, throughout their lifespans, are safe, physically active and improve their mental and physical health by spending time outdoors and with each other.

INVITING PLACES

Cross Roads citizens want a community, for all ages, full of places with beauty, nature, social offerings and openness that draw people to them as a destination location.

VIBRANT “DOWNTOWN”

Cross Roads citizens want to have vibrant “downtown” that offers shopping and support services nearby, as well as convenient public facilities such as quality roads and parks.

THRIVING ECONOMY

Cross Roads citizens want a place thriving with economic activity, a variety of business types where innovative individuals create and/or run sustainable businesses.





Cross Roads Vision – Framework

HEALTHY PEOPLE

Cross Roads citizens want a community where people, throughout their lifespans, are safe, physically active and improve their mental and physical health by spending time outdoors and with each other.

Potential Strategies

- Connecting people to nature and open spaces
- Conserving quality open space so that as the community continues to develop people can enjoy the outdoors
- Promote destination location trails and parks
 - Recreational and exercise focused
 - Walking, hiking, running, biking and horseback trails
 - Human & dog amenities & Pedestrian stopping points
 - ❖ Water, Shade, Benches
 - Installing outdoor exercise equipment for all ages along trails and in parks
- Provide access to natural trail corridors within the town limits
- Creating multi-generational community spaces
 - Recreational center, Senior center, Community center





Cross Roads Vision – Framework

INVITING PLACES

Cross Roads citizens want a community, for all ages, full of places with beauty, nature, social offerings and openness that draw people to them as a destination location.

Potential Strategies

- Create welcoming gateways
- Enhance a sense of community by designating gathering spots / encouraging community events
- Look for new commercial developments that concentrate on providing more walkable centers
- Allow for more green spaces and slow traffic to improve pedestrian safety
- Promote community events and neighborhood events
- Access to trail connections
- Provide cluster seating arrangements to encourage openness in shopping areas
- Create pocket gardens with water features
- Focus on low-cost, high-impact improvements such as seating, outdoor cafés, public art, gardens and murals
- Preserve historical locations and iconic roadways





Cross Roads Vision – Framework

VIBRANT “DOWNTOWN”

Cross Roads citizens want to have vibrant “downtown” that offers shopping and support services nearby, as well as convenient public facilities such as quality roads and parks.

Potential Strategies

- Establish an Identifiable Town Square / Town Centre
 - Economic, social and cultural heart of Cross Roads
- Market and promote for destination location



Fine dining with outdoor seating	Niche higher end retail shopping	Boutique business opportunities	Expanded farmers’ market	Water features (river, splash pad, fountain)
Community gathering places	Protected pathways	Pocket gardens	Entertainment	Open spaces / open lawn
Picnic tables	Concerts	Outdoor movies	Park benches	Outdoor music

- Facilitating long-term improvements and maintenance of public infrastructure and private property along the corridor to include lighting
- Community education of the plans for 380 and the overall impact to Town
- Increase police visibility through community policing along corridor and targeting speed enforcement to reduce accidents and improve overall safety





Cross Roads Vision – Framework

THRIVING ECONOMY

Cross Roads citizens want a place thriving with economic activity, a variety of business types where innovative individuals create and/or run sustainable businesses.

Potential Strategies

- Regulate residential and commercial development to preserve Cross Roads small Town atmosphere
- Reimagining retail and commercial areas
- Continue to diversify the economy with revenue generating businesses
- Support the existing businesses so they can expand and continue to grow
- Encourage boutique shops, artisan makers and fine dining restaurants to locate in Cross Roads
- Attract destinations such as recreational facility and outdoor entertainment venues
- Continue to promote the Town’s outstanding quality of life elements, unique brand and positive image throughout the region
- Maintaining competitive economic development policies and utilizing incentives to achieve community goals and ensure high-quality revenue generating commercial development





Cross Roads Vision – Additional Focus

MULTI-GENERATIONAL POPULATION

Cross Roads citizens want to interact with one another – regardless of age or demographic makeup.

Potential Strategies

- Creating multi-generational community spaces
 - Recreational center, Senior center, Community center
- Research has shown people of all ages experience better physical and mental health and less isolation and loneliness when they participate in intergenerational activities
- Seniors have similar desires in a community as younger people, like access to parks, fitness, education, restaurants, common areas and, most importantly, a meaningful sense of community
- Develop intergenerational programs that provide for people of all ages to interact with each other
 - Community Center, Rec Center, Senior Center, Pubic Market, Farmers Market, and public spaces
- Establish park activities that cater to different generational cohorts
- Invest in playgrounds and activities that specifically cater to young families as well as adults
- Ensure you plan and execute access and inclusion strategies for the future (i.e., parks and green space need to include benches and seating and totally accessible facilities) that allow for citizens to age in place





COMMUNITY BARRIER





Cross Roads Vision 2035 Community Barrier

Community not coming together as one for
the betterment of the Town as a whole

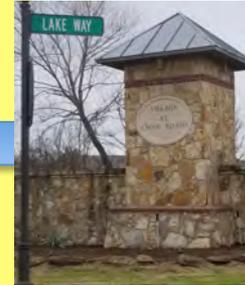
Need to start “Building Our Future, Together.” with pride

Town identity vs. Neighborhood identity

“We are from The Town of Cross Roads”

“I am from The Town of Cross Roads”







Cross Roads Vision 2035 Take Away

The Town of Cross Roads Vision 2035 – Building Our Future Together

- Presented an opportunity for the community to come together and explore the longer-term future
- Current period of change within Cross Roads represents an important juncture in the community's history and evolution
- Cross Roads stands poised before some significant choices about future trajectory and outcomes.
- Path forward that represents change but without losing touch with the important family values and rationale that has always defined Cross Roads as a community





Cross Roads Vision 2035 Take Away *(cont.)*

- Path ahead is not without its challenges and will require careful balancing of differing priorities, aspirations and desires
- The collective decision-making process required to move forward will set Cross Roads apart as an intelligent, engaged, thoughtful and forward-looking Town
- Requires maturity and patience on behalf of the citizens and leadership, and recognition that the complex resident mix, which makes Cross Roads interesting, also brings with it differing opinions and perspectives
- Understanding the importance of the common good over personal self-interests will be critical to build alignment around important future shaping decisions and actions
- In launching the Cross Roads Vision 2035 process, the Mayor, Town Council and Town staff clearly recognize the importance of each of these strengths and opportunities in securing the future vitality of the Town.





Cross Roads Vision 2035 Transforming Vision into Action

The Vision 2035 process has produced the following information:

- Documented detailed understanding of the community's view across a range of important topics and future shaping factors
- Identified key themes and framework with possible strategies for planning
- Begun the process of prioritizing actions and sequencing these into a broadly defined 'roadmap to the future'

The following institutional next steps are recommended:

- Consideration and endorsement of *The Town of Cross Roads – Vision 2035 – Building Our Future, Together* report and presentation by the Town Council
- Decision from Mayor and Town Council on next steps





Cross Roads Vision 2035 Transforming Vision into Action

- If approved the Mayor and Town Council would next decide on the process and methodology to implement the next Phase of this visioning process
- Select the Town's Visioning Leader who would work with Mayor and Town Council to establish the coordinating committee to lead the Phase 2 project of establishing the Town's priorities and creating the final Strategic Vision 2035 Implementation Plan
- Team would present its final recommendations to the Mayor and Town Council and vote would be taken to move forward
- This Vision 2035 Strategic Plan would then lead directly into the Town's Comprehensive Plan as well as supporting Master Plans for Town Square, Infrastructure and Parks and Recreation
- All supported by implementation plan(s) with actionable and measureable task, goals and milestone dates reportable to the community



Cross Roads Vision 2035 Fulfilling the Promise



**VISION WITHOUT
ACTION IS
MERELY A
DREAM. ACTION
WITHOUT VISION
JUST PASSES THE
TIME. VISION
WITH ACTION
CAN CHANGE THE
WORLD.**

